

# **Manager's View**

**A monthly e-mail message from  
County Manager Tom Zdunek**

## **“Who needs a roadmap?”**

April 2013

At the April 23, 2013 meeting, the Board of County Commissioners (Board) approved a roadmap. Did you notice it on the agenda? If you didn't, then perhaps you noticed the approval of a strategic plan—or roadmap—for the county. The adoption by the Board of a strategic plan for the county is a big deal, and is the result of a lot of work by county leadership and a lot of leadership by the Board. This is the first time in county history (at least that anyone still here can recall) that the county has formally adopted a strategic plan for the entire organization. That's why I consider it a big deal—and so should you.

So why is it a big deal? I'm glad you asked. Our strategic plan is a document that defines who we are as an organization, what we want to accomplish, and how we plan to go about getting there. But it also leaves room for creativity and innovation by our county staff—that's where you come in, and I'm depending on you to accept the challenge.

The strategic plan puts forth a new mission statement for county government that is concise and direct. It describes strategies like leveraging resources to meet community needs and increasing communication internally and with the public. Finally, it describes five results (or goals) we desire. For each of these five goals two simple questions are asked: “What would it look like?” and “How would we measure it?” The answers to these two questions create indicators and performance measures to let us know if we're getting any closer to the results we're trying to achieve. It's a very simple, but effective, framework.

So how is the plan like a roadmap? The five result statements in the plan provide a set of high-level results to guide where we as a government are headed. They provide direction and help us establish priorities for projects and services. They also provide an opportunity and an obligation for us to align resources toward achieving the results outlined in the plan.

Some may ask “But what about specific actions we're taking to achieve the results—objectives and action steps—I don't see those in the plan?” That's where you and your creativity and ingenuity come into play. Through our annual budgetary process your department has the opportunity to submit its annual objectives and action steps that outline what you hope to accomplish in the upcoming funding cycle. With the new strategic plan as a guide, your efforts will have a focal point for you to address. How will your department use its annual funding allocation to help the county achieve its goals? That becomes the operational question and your opportunity to propose creative methods to advancing the results we desire in our community.

I hope you all take the time to take a look at the strategic plan. Please download a copy from the county web site at [http://www.bernco.gov/BernCo\\_Strategic\\_Plan](http://www.bernco.gov/BernCo_Strategic_Plan) and talk with your fellow employees about it. After all, it's always good to have a roadmap to keep you going in the right direction.